

**55<sup>th</sup> EOQ Congress**  
World Quality Congress  
Budapest, Hungary - June 20-23, 2011

"Navigating Global Quality in a New Era"



**June 22, 2011 (Wednesday) 55th EOQ Congress**

**CONCURRENT SESSIONS**  
**KEMPINSKI HOTEL CORVINUS**

**Wednesday 8:30 – 12:30**  
**Erzsébet tér 7-8, Budapest V.**

**SALON CORVINUS**

**Wednesday 8:30 – 10:30**

### **23.1. PEOPLE INVOLVEMENT AND MOTIVATION I.**

**Session Chair: János Takács, Electrolux Lehel Ltd., Hungary**

#### **9.25 Creating Organizational Capabilities to Improve the Quality of Management AND the Management of Quality with the People CMM**

*Yan Bello Méndez, SpaceMinds, Spain*

**Bello Méndez, Yan (Spain)**

He is president & founder of SpaceMinds® and is an international consultant and speaker. He has a solid project management experience acquired in a wide range of types of projects as well as business sectors. With a large multi-cultural teamwork experience, he has participated and led projects, work & study with people from over 40 countries. Yan Bello is a SCAMPI (Standard CMMI Appraisal Method for Process Improvement) Lead Appraiser and Authorized Instructor for People by Carnegie Mellon University, USA. He is an accredited EFQM Excellence Assessor.

He is recognized as a significant contributor and speaker in congresses. He is a founding member of Project Management Institute (PMI), Barcelona, Spain, being its vice-president until he joined PMI Community Development Member Advisory Group (MAG) during 2008. He is a graduate of PMI Leadership Institute Master Class. He was a reviewer of the new editions (2008) of PMI Guide, The Standard for Program Management, The Standard for Portfolio Management and Knowledge Foundation. He has been researching, developing and deploying Project Management, Organizational Maturity and Change Management practices for over a decade, including the SpaceMinds® Method/Approach, which has been featured in several international congresses and publications. He also conducts training courses and personal development programs.

**Paper/abstract - Creating Organizational Capabilities to Improve the Quality of Management AND the Management of Quality with the People CMM®**

**Event:** 55<sup>th</sup> EOQ Congress 2011 – Global Quality Congress. Budapest, Hungary  
**Presenter(s):** Yan Bello Méndez, PMP. President & Founder SpaceMinds®

**Abstract:**

In today's globalized business playground and knowledge-based economy, organizations of all kinds have to cope and successfully deal with a continuous flow of change and innovation in order to stay competitive. In this context, while quality of products and services continue to be among the most demanded expectations, customers and various stakeholders (society, employees, etc.) are increasingly **making decisions based on evaluating organizations' capabilities well beyond the 'raw' quality of their activities. This is where an organization's intangible assets and human capital can play a significant role in improving the way quality is managed, especially by creating a management capability that can transform organizational culture.** Organizations that address these challenges with a systemic/holistic approach are better equipped for aligning their management, quality assurance, human resources and continuous improvement activities with current and future business expectations and needs.

In this paper we share world class best practices, including an overview of the People CMM®, as well as lessons-learned and experiences for creating human capital and transforming organizational culture in a quest for superior business performance through innovation and quality. Some foundational concepts and principles of knowledge management, organizational culture and maturity are explored by including due-references and mentions to their originators, such as Peter Drucker - known as one of the fathers of modern management - for his pioneer research and publications to recognize the importance of knowledge and its productivity as a competitive critical factor for organizations; as well as quality management influences and principles from Crosby, Deming and other colleagues.

Critical factors and considerations are presented about the organizational context that must exist in order to have superior quality and professionalism as distinctive attributes of the organization. And it is precisely in this context, where Carnegie Mellon - **SEI's People Capability Maturity Model (People CMM®) provides a great body of knowledge both as framework for human capital management and as a sound roadmap for the development and continuous improvement of the quality of management!** People CMM® is presented as a model for implementing '**best in class**' workforce management practices that continuously improve the capability of an organization's workforce. The main process areas of People CMM® addressing current global workforce challenges such as talent management, sustained innovation, global standards and professional communities are discussed considering their impacts in the current global quality arena. Some practices that deal and can debunk established myths and 'syndromes' of Quality Management are presented.

In exploring how superior quality management go hand-by-hand with organizational effectiveness and workforce competencies, we will discuss some experience-**based reflections of the "raison d'être" of the People CMM maturity levels and process areas organizations.** We will therefore explore issues around the synergies and needs for certain Communication and Coordination, Training and Development, **as well as Performance Management "foundational" activities found**

in People CMM's Maturity Level 2 "Managed" **for establishing a management culture.** To provide insights on how People CMM (and other SEI CMMI models) facilitates organizational change management we will discuss the institutionalization goals and practices of the model, including the role and importance of measurement and analysis. We explore how other professional disciplines (ex. Marketing, Software engineering, etc.) can incorporate quality and professionalism as part of their know-how with People CMM level 3 Defined, process areas such as Competency Analysis and Competency Development.

To conclude a few final considerations and observations will be put forward including some of the reasons why integrating different quality and management models in an improvement project can make much sense or none depending on the organizational context. Participants will benefit from sharing experiences with a seasoned organizational change management consultant and recognized professional in defining international project management best-practices. No doubts, this presentation will be thought-provoking for most participants and will create an appetite to explore and learn more about People CMM, organizational culture and Human Capital Management for the benefit of Quality. All discussions will be **enriched from the author's international, multi-sector** experience with clients and organizations of different sizes, using these models and ideas. In summary, participants will likely enjoy the session and find it was a good investment of their time and their organizations' to find new ways to improve the management of quality AND the quality of management in order to successfully Navigate Global Quality in a New Era!

#### **Session learning objectives:**

1. Participants will learn about the challenges and driving forces of successful organizational cultural change/transformations and the role of management (as its quality) as a global executive competency.
2. Participants will learn about how the People CMM can be used to effectively implement and support a quality management discipline at the organizational level as critical capability and workforce competency involving must areas of an organization.
3. Participants will have the opportunity to reflect, learn and explore how they could implement some of the state-of-the-art practices in their own organizations, and more...

**BIO: Yan Bello Méndez, PMP**, President & founder of SpaceMinds®, is an international consultant and speaker. He has a solid project management experience acquired in a wide range of types of projects as well as business sectors. With a large multi-cultural teamwork experience, he has participated / led projects, work & study with people from over 40 countries. Yan Bello is one of the few professionals in the world accredited as an **Authorized SCAMPI Lead Appraiser with People CMM®** and **Instructor for People CMM® by Carnegie Mellon University-SEI** and his company, SpaceMinds SL, is one of the few SEI Partners for People CMM organizations based in Europe. As part of his professional development & career he was also accredited as EFQM Excellence Assessor (in 2008). He has been actively involved in the Project Management Institute (PMI) activities, such as the *PMBOK® Guide 3<sup>rd</sup> Ed. Update Project Team* being recognized as a '*significant contributor*', as speaker in congresses and LI Meetings, Virtual Community Project member, and has been the *PMBOK® Guide 3<sup>rd</sup> Ed. Spanish Ed. TVC Chairman*. A founding member of PMI Spain Barcelona Chapter, being its vice-president until he joined PMI Community Development MAG during 2008, by invitation from PMI. He is a graduate of PMI Leadership Institute Master Class. He has been recognized as a **reviewer of the new editions of PMI's PMBOK® Guide (4<sup>th</sup> ed.)**, **The Standard for Program Management (2<sup>nd</sup> edition)**, **The Standard for Portfolio Management (2<sup>nd</sup> ed.)** and **OPM3® Knowledge Foundation (2<sup>nd</sup> ed.)**.

Yan Bello has been researching, developing and deploying Project Management practices for over a decade, including the SpaceMinds® Method/Approach, which has been featured in several international congresses and publications. He has completed an *Appreciative Inquiry (AI) Certificate in Positive Business and Society Change from Case Western Reserve University's Weatherhead School of Management*, designed by AI co-originators, Dr. David L. Cooperrider and Dr. Ronald Fry.

Yan Bello has a long-lasting experience as a presenter/speaker in international congresses and events about project management, quality, organizational maturity, process improvement, etc. More information at: <http://www.spaceminds.com/eng/YanBello.aspx> or read the Appendix "About Yan Bello" of this abstract.

Note: CMM®, CMMI and Capability Maturity Model® are service marks of Carnegie Mellon University. SpaceMinds® is a registered trademark of SpaceMinds SL.



colorful thinking  
better practices  
sustainable value

## Creating Organizational Capabilities to Improve the Quality of Management AND the Management of Quality with the People CMM®

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"World Quality Congress". June 20-23, 2011  
"Navigating Global Quality in a New Era"

By **Yan Bello Méndez**, PMP  
President & Founder of **SpaceMinds®**  
SCAMPI Lead Appraiser & Instructor for People CMM®  
[www.spaceminds.com](http://www.spaceminds.com)



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## The "Quality Challenge"

... is everything already said (& "done")?

- ❖ ... is **Quality** (still) a competitive issue?  
... a source of strategic advantage?
- ❖ ... Quality of Management OR  
Management of Quality?
- ❖ ... "Egg OR Chicken" ?

... Perhaps, *BOTH*?



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# Organizations as appreciative living Systems \*

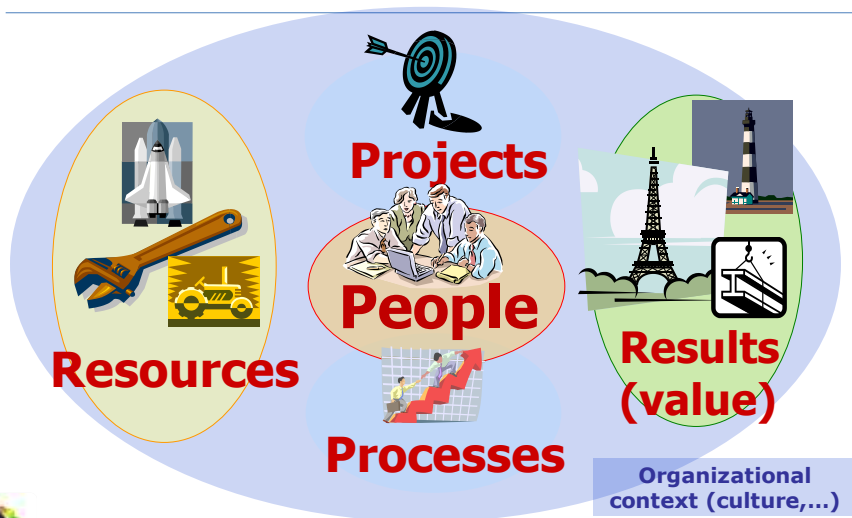
- Dynamic
- Emergent behavior
- Feedback & communication
  
- Relationships, values and appreciations

\* from: SpaceMinds Manifesto: Creating Sustainable Change.



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## Elements of organizational life's... *Management of Q or Q of Management?*



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With “traditional” change management...  
... facing perceived *danger/urgency*:

### Triggers 3 “hard-wired” responses ...

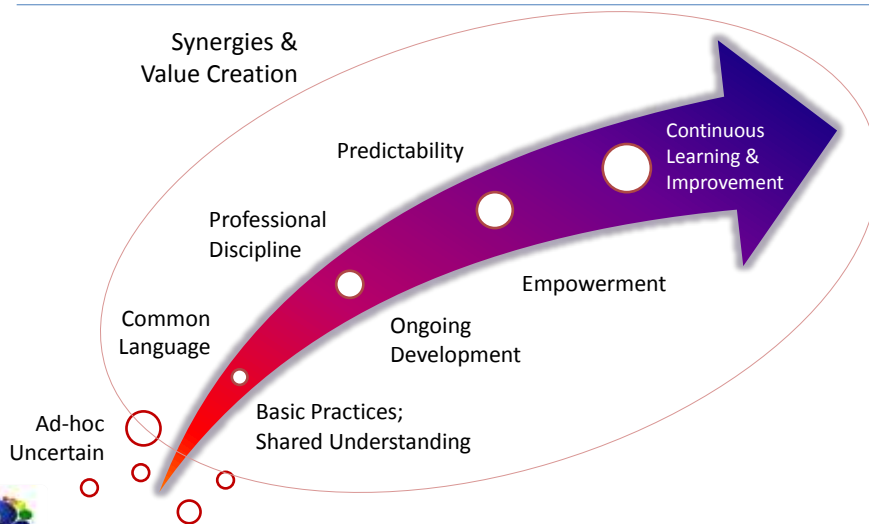
- 1 – fight (attack & defend)
- 2 – flee
- 3 – paralysis (*camouflage...*)

... what about **collaboration, anticipation, exploration...**? (4)



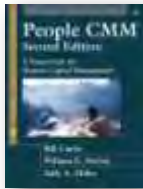
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## Could *maturity* help us out?

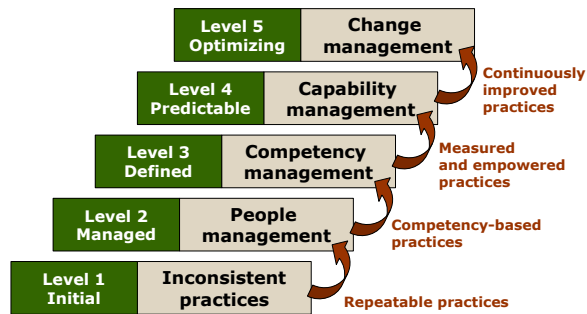


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# What is People CMM®?



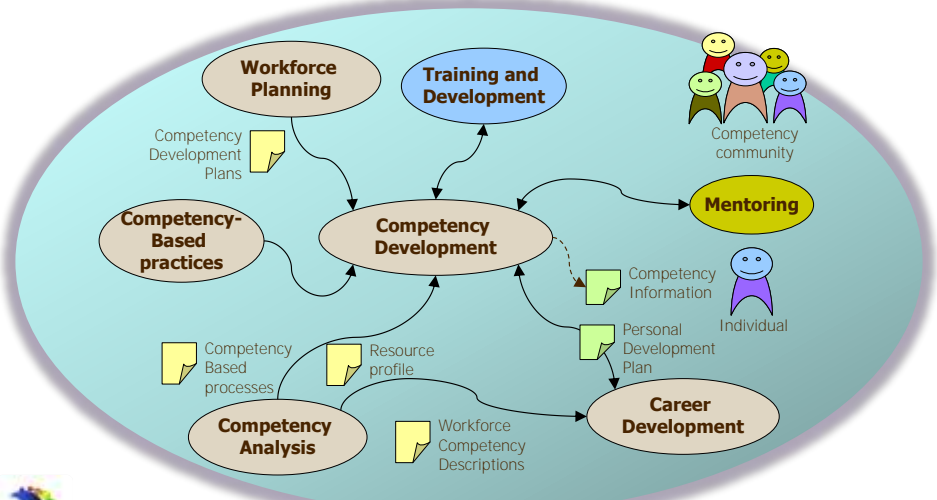
People CMM® ...is a framework for Human Capital Management... and a “state-of-the-art” Change Management & Organizational Development model...



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## Level 3 – Defined

Creating a competency framework

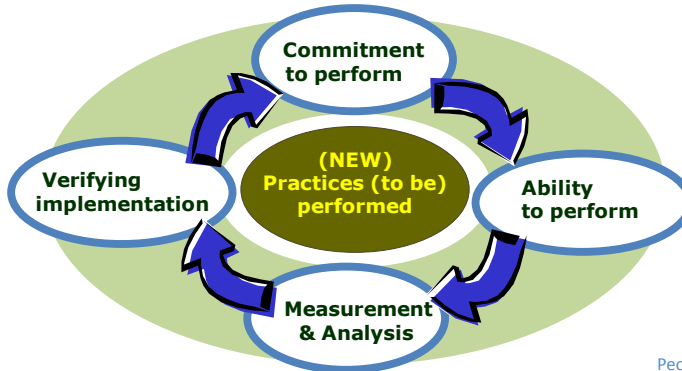


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# Sustaining change by...

## INSTITUTIONALIZING ORGANIZATIONAL **HABITS\***



People CMM®, 2nd Edition  
Curtis, B., Hefley, W., Miller, S.



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# Observations, reflexions and recommendations...

## 1. Organizations are appreciative living systems

- Need for systemic-integrated approaches.
- *People CMM® can serve as a guide to create organizational capabilities that continuously improve the management of quality AND the quality of management...*

## 2. Continuous learning and the need of defining "knowledge" as a "process" for successful execution...

- The "continuous learning competence" of individuals and organizations must be nurtured ...Continuously!



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# Observations, reflexions and recommendations...

## 3. Culture as an emergent property and the role of cognitive-diversity

- Different management models (P-CMM, CMMI, etc...) "speak" the language of different, though equally important stakeholders.
- Cognitive diversity should be embrace and an organizational asset and value.

## 4. Sustainable Organizational Success

- Requires considering and addressing, both, the **Quality of Management AND the Management of Quality** as competitive and strategic resources!



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# References & trademarks

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More references available at: [www.spaceminds.com/eng/references.aspx](http://www.spaceminds.com/eng/references.aspx)



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